



**Massachusetts Bay
Transportation Authority**

FY19 Preliminary Operating Budget

March 12, 2018



Disclaimer: Forward-looking Statements

The materials provided in this presentation contain statements related to our future business and financial performance and future events or developments involving the MBTA that may constitute forward-looking statements. These statements may be identified by words such as "expect," "look forward to," "anticipate" "intend," "plan," "believe," "seek," "estimate," "will," "project" or words of similar meaning. We may also make forward-looking statements in other reports, in presentations, in material delivered to bondholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. Such statements are based on the current expectations and certain assumptions of MBTA management, of which many are beyond MBTA control. These are subject to a number of risks, uncertainties and factors, including, but not limited to those described in disclosures. Should one or more of these risks or uncertainties materialize, or should underlying expectations not occur or assumptions prove incorrect, actual results, performance or achievements of MBTA may (negatively or positively) vary materially from those described explicitly or implicitly in the relevant forward-looking statement. MBTA neither intends, nor assumes any obligation, to update or revise these forward-looking statements in light of developments which differ from those anticipated.



FY19 Preliminary Itemized Operating Budget

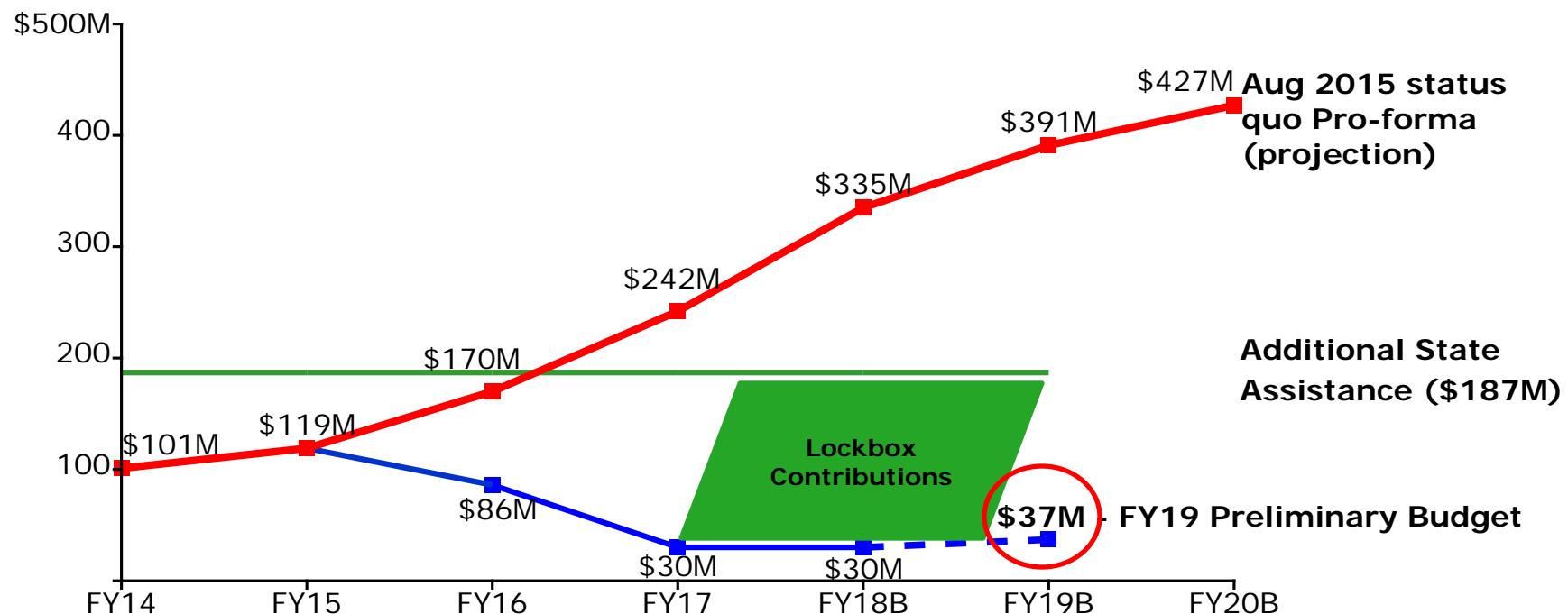
	FY18 BUDGET RECAST	FY19 BUDGET PRELIM.	\$ VARIANCE	% VARIANCE
	(\$M)			
REVENUES				
Operating Revenues	\$755.9	\$773.0	\$17.1	2.3%
Non-Operating Revenues	\$1,221.1	\$1,247.8	\$26.7	2.2%
Total Revenues	\$1,977.0	\$2,020.8	\$43.8	2.2%
EXPENSES				
Wages, Benefits and Payroll Taxes	\$764.0	\$771.8	\$7.8	1.0%
Non-Wage	\$781.5	\$789.7	\$8.2	1.0%
Operating Expenses	\$1,545.5	\$1,561.5	\$15.0	1.0%
Debt Service	\$462.7	\$495.9	\$33.2	7.2%
Total Expenses	\$2,008.2	\$2,057.4	\$49.2	2.5%
Structural Deficit	(\$31.2)	(\$36.5)	\$5.3	17.0%

*Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures



FY18 deficit \$305M below projections; \$600M of cumulative savings since creation of FMCB

Structural deficit



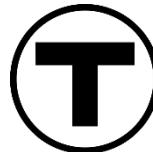
MBTA management in process of recasting FY18-FY20.

Operating Deficit does not include Additional State Assistance received in FY16 (\$155M), FY17 (\$140.25M) or FY18 Projections (\$127M)



Agenda

- 1. Introduction to Preliminary Operating Budget**
- 2. Budget Discussion Follow-up**
- 3. FY19 Preliminary Itemized Operating Budget**
- 4. Appendix - Path to FY19 Budget**



Updated FY19 Budget Timeline

MARCH 12: Management to introduce FY19 Preliminary Itemized Budget to FMCB

MARCH 19: Scheduled FMCB vote to release FY19 Preliminary Itemized Budget to MBTA Advisory Board

APRIL 9: Scheduled FMCB vote to release the Approved Itemized Budget to MBTA Advisory Board

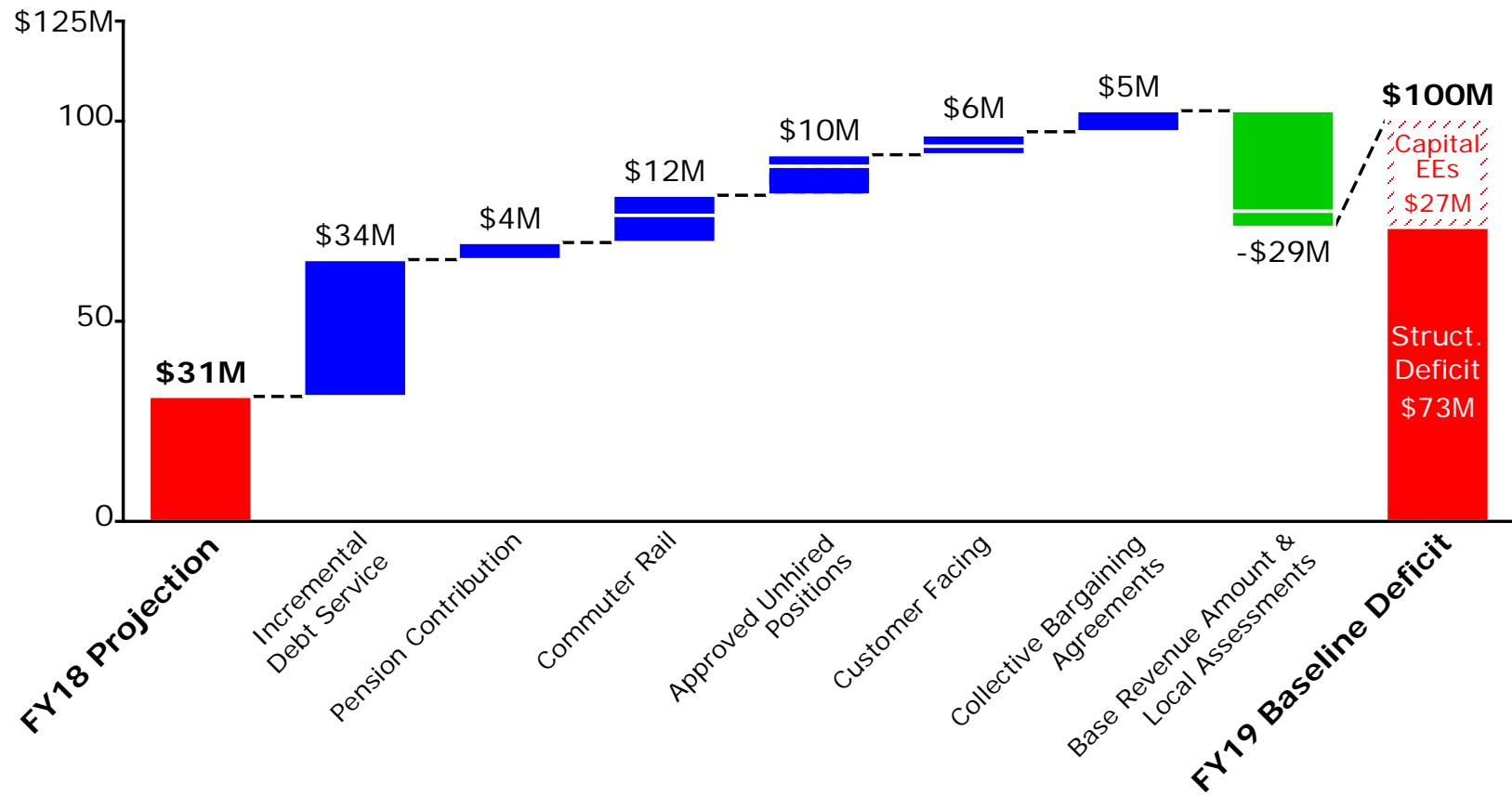
APRIL 15: Statutory deadline for FMCB to approve FY19 Budget



Baseline structural deficit is \$73M after contractual expenses and statutory increases to “Dedicated Revenue”

Structural Deficit Bridge

Presented March 5, 2018



* FY18P comprised of 7 months (Jul17 – Jan18) actual results and 5 months (Feb18 – Jun18) projected results



Baseline assumptions for FY19 Operating Budget (\$73M deficit)

FY19 Baseline Assumptions

Baseline Revenue	<ul style="list-style-type: none">• Fare increase deferred to July 2019 (FY20)• Statutory increases in Sales Tax (BRA) and Local Assessments• Own-source revenue growth from advertising and parking• Increase in income from short-term investments
Baseline Expenses	<ul style="list-style-type: none">• All FY18 strategic hires and other approved hires onboard by FY18E• Headcount held flat in FY19 compared to FY18 (one-in/one-out) except for FMCB approved strategic positions• Only incremental spend related to contractual expenses that automatically escalate (i.e. commuter rail base contract)• Other materials, services, and supplies spend level funded• Assuming legislative relief from \$27M capital employee transfer*
Baseline Debt Service	<ul style="list-style-type: none">• Debt service to increase by \$34M; consistent with FMCB policy• Step up in scheduled principal repayment and potential increases to interest driven by Fed rate hikes• Near-term debt refinancing opportunities have been realized• New long-term issuance no earlier than January 2020

*Baseline deficit (\$73M) assumes legislative relief from \$27M capital transfer



Path to FY19 Budget incorporates new Service Enhancements

(in millions)

FY19 Deficit (Baseline before Trade-Offs) **(\$73.4)**

Revenue Opportunities	
Corporate Pass Program Initiative	\$8.0
Parking Fee Revision	\$7.0
Advertising Program Expansion	\$6.0
Investment Income	\$4.0
Subtotal Revenue Initiatives	\$25.0
Cost Saving Initiatives	
Lean Productivity Programs	\$30.0
RIDE Uber/Lyft Pilot Changes	\$1.0
Voluntary Retirement Incentive Program	\$5.0
Subtotal Cost Saving Initiatives	\$36.0
Service Enhancements	
Committed Enhancements (e.g. Early Morning Bus Pilot)	(\$17.4)
Other Rationalized Enhancements	(\$6.7)
Subtotal Service Enhancements	(\$24.1)
FY19 Preliminary Budget	(\$36.5)



Revenue and cost saving initiatives to impact deficit

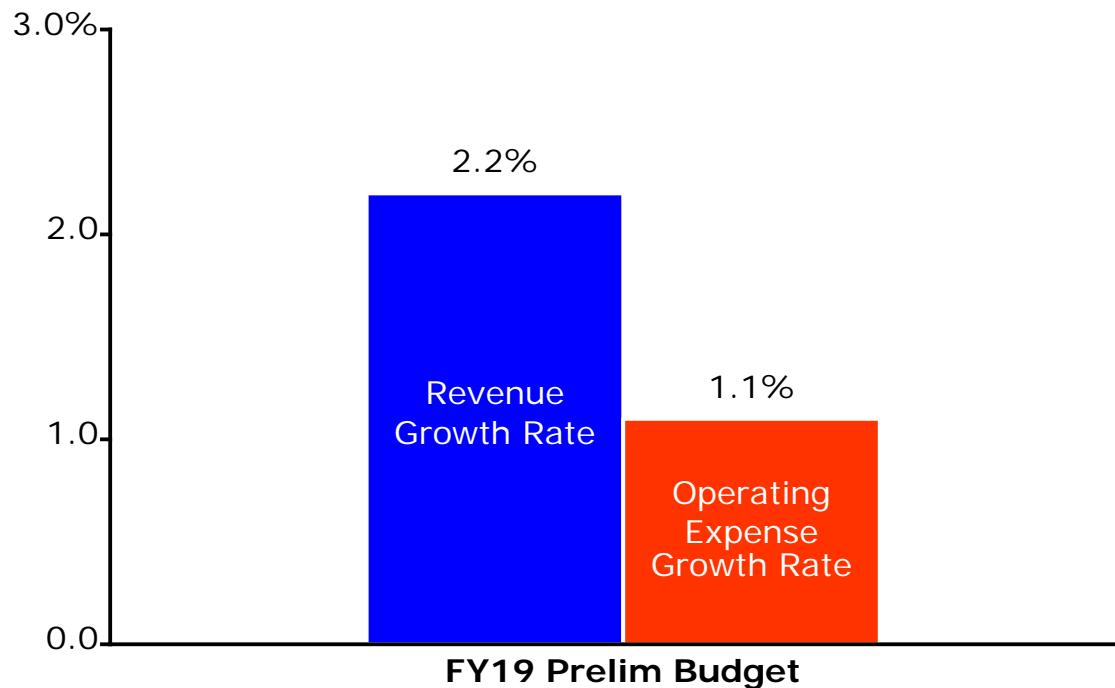
Options for Closing \$73M Budget Gap

Revenue Opportunities (\$25.0M)	<ul style="list-style-type: none"> Maximize Corporate Pass revenue (\$8M) Maximize Parking revenue through occupancy-based pricing, increase in citation fees and event / premium rates (\$7M) Maximize Advertising revenue via expanded digital rollout (\$6M) Maximize investment income via short-term investments (\$4M)
Cost Saving Initiatives (\$36.0M)	<ul style="list-style-type: none"> Lean Program Implementation (\$30M) RIDE Uber/Lyft Pilot Changes (\$1M) Voluntary Retirement Incentive Program (\$5M) <i>Capital Employee Transfer (\$27M) – included in baseline</i>
Service Enhancements (\$24.1M)	<ul style="list-style-type: none"> Chelsea Sliver Line Gateway (\$2M incremental in FY19, \$5M annual) Early Morning Service Pilot (\$1.5M) Foxborough Commuter Rail Pilot (\$1M) Bus Service Project (\$0.3M) Customer Experience / Communications Resources (\$6.1M) OSHA Program Implementation (\$6.5M) Late Night Bus Service (\$2M) Commuter Rail Locomotive Lease (\$1M) Additional Bus Operators (\$1.5M) E&M Investments (\$2.2M)



FY19 preliminary budget maintains required operating expense ratio with revenue growth exceeding expense growth

Operating Expense Ratio



Note: Operating Expense Ratio (OER) is the ratio between the projected FY19 Operating Expense Growth Rate and Revenue Growth Rate. Operating expense growth does not include \$34M in incremental debt service and \$27M relating to the transfer of capital employees to the operating budget. FMCB has been tasked with ensuring Revenue Growth exceeds Operating Expense Growth.



Agenda

- 1. Introduction to Preliminary Operating Budget**
- 2. Budget Discussion Follow-up**
- 3. FY19 Preliminary Itemized Operating Budget**
- 4. Appendix - Path to FY19 Budget**



Board Requested Follow-up Items

Revenue Initiatives

A. Corporate Pass, Parking and Advertising

Cost Saving Initiatives

B. Capital Employee Transfer
C. Voluntary Retirement Incentive Program
D. Lean Productivity Programs

Service Enhancement

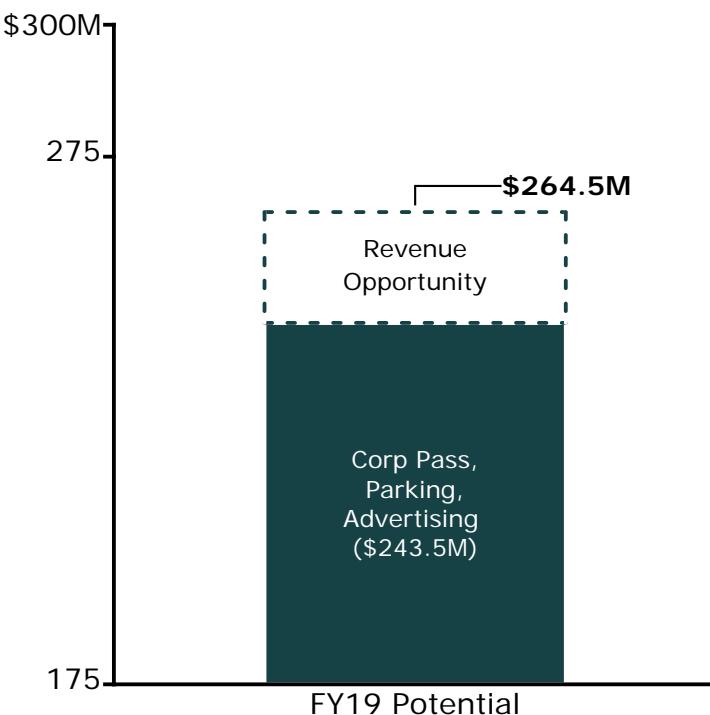
E. Commuter Rail Locomotive Lease
F. Strategic Hires



A. Corporate Pass, Parking and Advertising

Revenue Potential

Incremental Revenue Potential



Opportunity

Incremental Revenue Opportunities:

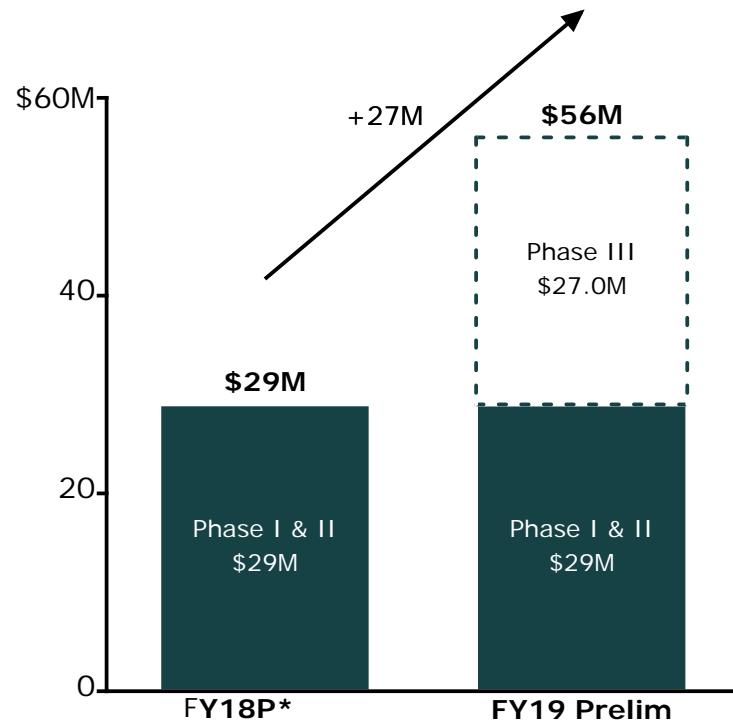
- Corporate Pass Revenue of \$8M with minimal investment (\$400k for headcount and systems)
 - \$8M figure is net of cannibalization of fare vending machine receipts
- Parking Revenue of \$7M across three initiatives
 - Occupancy-based fee increase (\$5M)
 - Citation fee increase (\$1M)
 - Event based and premium parking (\$1M)
- Advertising Revenue of \$6M with expansion beyond current plan for Digital Liveboards and Digital Urban Panels
 - Expansion to include other mediums



B. Capital Employee Transfer

Savings Potential

Capital Employee Transfer
(FY18P to FY19 Preliminary Expense)



Considerations

Operating Budget Impact:

- MBTA Capital Expense Policy to define appropriate uses of capital funds, consistent with Chapter 46 of Acts 2015
- Once adopted, policy would support keeping Phase III employees (\$27M) on capital budget

Draft MBTA Capital Expense Policy (excerpts):

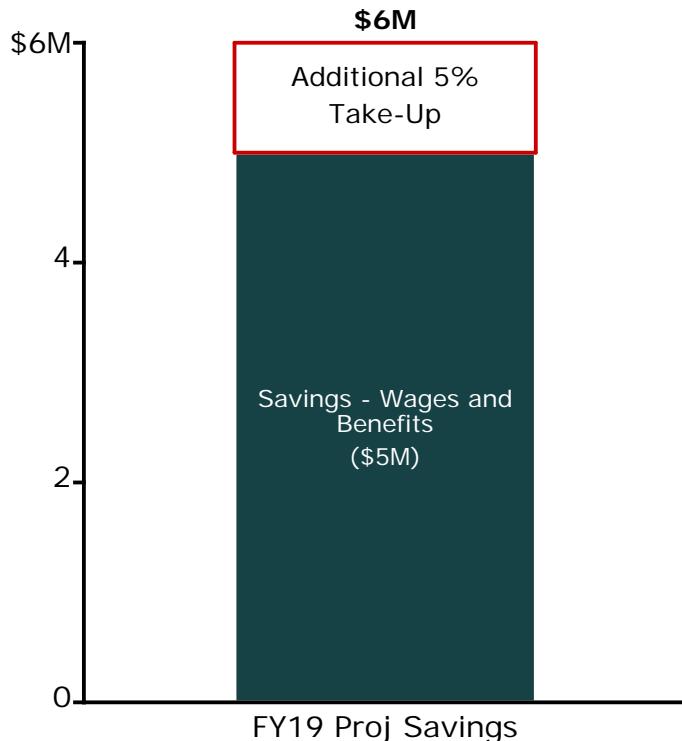
- Costs associated with general repair or routine maintenance activities are not eligible capital expenses
- Costs for maintenance activities that extend the useful life of a capital asset are generally eligible capital expenses
- Costs for maintenance activities that do not extend the useful life of an asset but are not routine may be eligible
- *Draft policy to be presented at an upcoming March FMCB meeting*



C. Voluntary Retirement Incentive Program

Cost Savings Potential

Wage Savings from VRIP



Assumptions

Potential Impact and Assumptions:

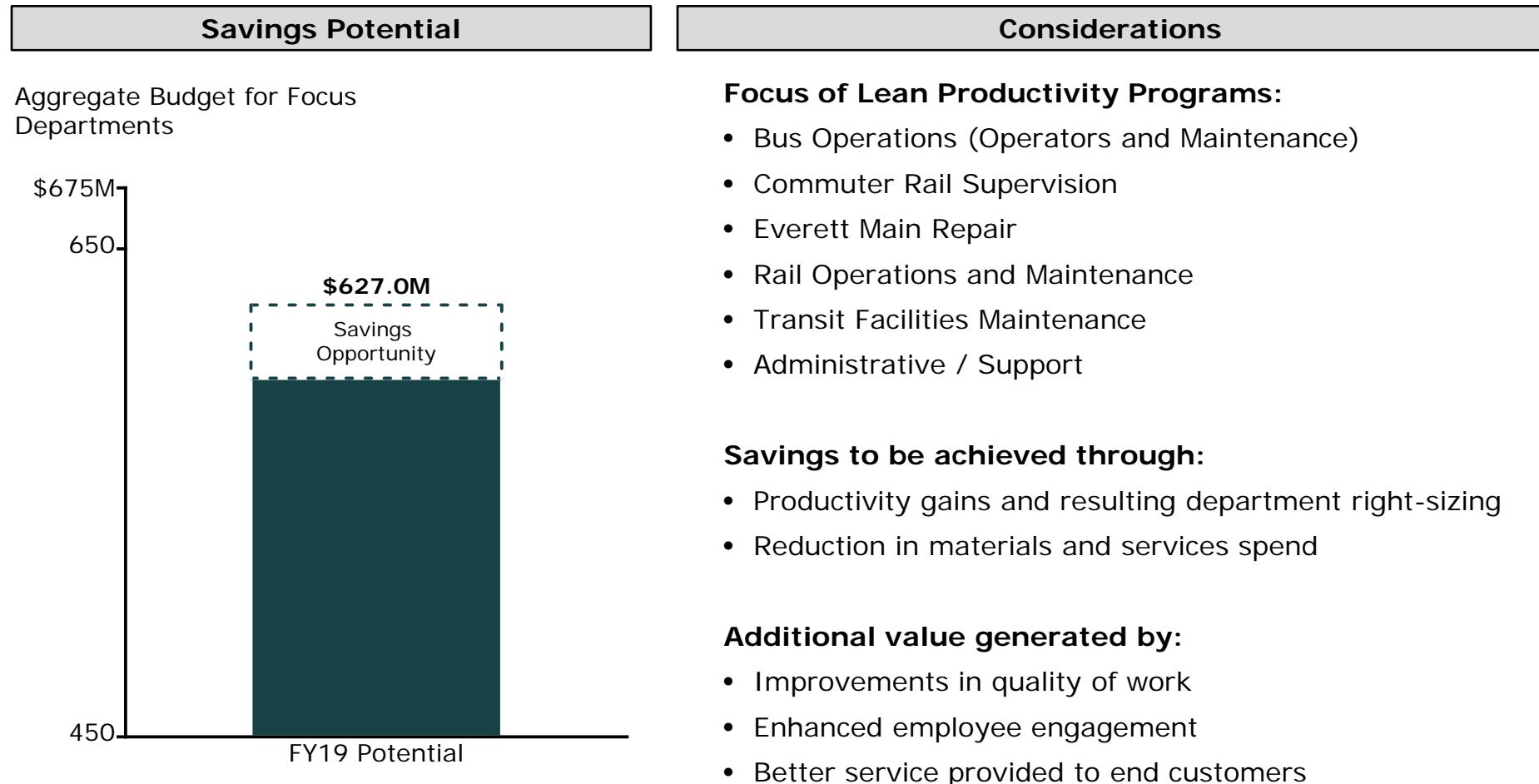
- Enrollment assumption is 20% of eligible retirees across operations and administration
 - › Incremental 5% take-up translates to \$1M savings
- Savings figures (\$5M) represent annual run-rate savings across wages and benefits
- Backfill assumptions are limited to operators (no supervisors, etc.)
- All eligible participants are already retirement eligible

Additional Considerations:

- Timing of VRIP may impact enrollment
- Prior VRIP reduces impact of program in FY19 due to new workforce demographics and smaller pool of eligible employees



D. Lean Productivity Programs





D. Lean Productivity Programs (cont.)

DEPARTMENT	FY18 PROJECTION*	FY19 SAVINGS TARGET	FY19 Prelim Budget
1) Bus Operations (Operators & Maintenance)	\$222.0M	(\$10.6M)	\$211.4M
2) Commuter Rail Supervision	\$4.0M	(\$0.2M)	\$3.8M
3) Everett Main Repair	\$31.0M	(\$1.5M)	\$29.5M
4) Rail Operations & Maintenance	\$258.0M	(\$12.3M)	\$245.7M
5) Transit Facilities Maintenance	\$41.0M	(\$2.0M)	\$39.0M
6) Administrative/Support**	\$71.0M	(\$3.4M)	\$67.6M
Total	\$627.0M	(\$30M)	\$597.0M

Note: FY18 Projection comprised of 7 months (Jul17 – Jan18) actual results and 5 months (Feb18 – Jun18) projected results

** FY18 Projection for Administrative/Support increasing due to expiration of Jet Fuel credits



E. Commuter Rail Locomotive Lease

Net Cost of Lease	Considerations
Cost Components	Lease Terms:
Lease Payment \$2.4M	<ul style="list-style-type: none"> 5 locomotives available
Maintenance (by OEM) \$0.8M	<ul style="list-style-type: none"> 4-year short-term lease, with two 1-year options Cost \$1,307 per locomotive per day
Savings Potential	Maintenance Terms:
Keolis Service Change (\$2.2M)	<ul style="list-style-type: none"> Performed by Original Equipment Manufacturer (OEM) 45-day, 92-day, 1-year and 4-year preventative maintenance (required by Federal Railroad Administration)
Fuel Savings (\$0.0M)	<ul style="list-style-type: none"> OEM maintenance costs less than Keolis contracted cost per locomotive (Keolis work not age-based) Opportunity to amend Keolis Fleet Size Service Change
Net Cost of Lease \$1.0M	Other Considerations:



F. Strategic Hires and Headcount

FY18 Budget:

- 56 Strategic Operations Hires were approved by FMCB during FY18 budget process
 - › 54 of 56 hires have been completed
- Additional positions have been approved across operations and administration but remain unfilled
 - › **HR to present a deep dive into new positions at March 19, 2018 FMCB meeting**
- All positions expected to be filled by June 30, 2018
- Headcount held flat in FY19 (one-in/one-out) except for FMCB approved strategic positions

FY19 strategic hiring to include:

- › Customer Experience, Communications and Operational CFOs
- › Bus Service Project
- › Emergency Response, Asset Management and Quality Assurance
- › Bus Operators
- › OSHA Implementation



Agenda

- 1. Introduction to Preliminary Operating Budget**
- 2. Budget Discussion Follow-up**
- 3. FY19 Preliminary Itemized Operating Budget**
- 4. Appendix - Path to FY19 Budget**



FY19 Preliminary Itemized Operating Budget

	FY18 BUDGET RECAST	FY19 BUDGET PRELIM.	\$ VARIANCE	% VARIANCE
(\$M)				
REVENUES				
Operating Revenues	\$755.9	\$773.0	\$17.1	2.3%
Non-Operating Revenues	\$1,221.1	\$1,247.8	\$26.7	2.2%
Total Revenues	\$1,977.0	\$2,020.8	\$43.8	2.2%
EXPENSES				
Wages, Benefits and Payroll Taxes	\$764.0	\$771.8	\$7.8	1.0%
Non-Wage	\$781.5	\$789.7	\$8.2	1.0%
Operating Expenses	\$1,545.5	\$1,561.5	\$15.0	1.0%
Debt Service	\$462.7	\$495.9	\$33.2	7.2%
Total Expenses	\$2,008.2	\$2,057.4	\$49.2	2.5%
Structural Deficit	(\$31.2)	(\$36.5)	\$5.3	17.0%

*Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures



Path to FY19 Budget incorporates Service Enhancements

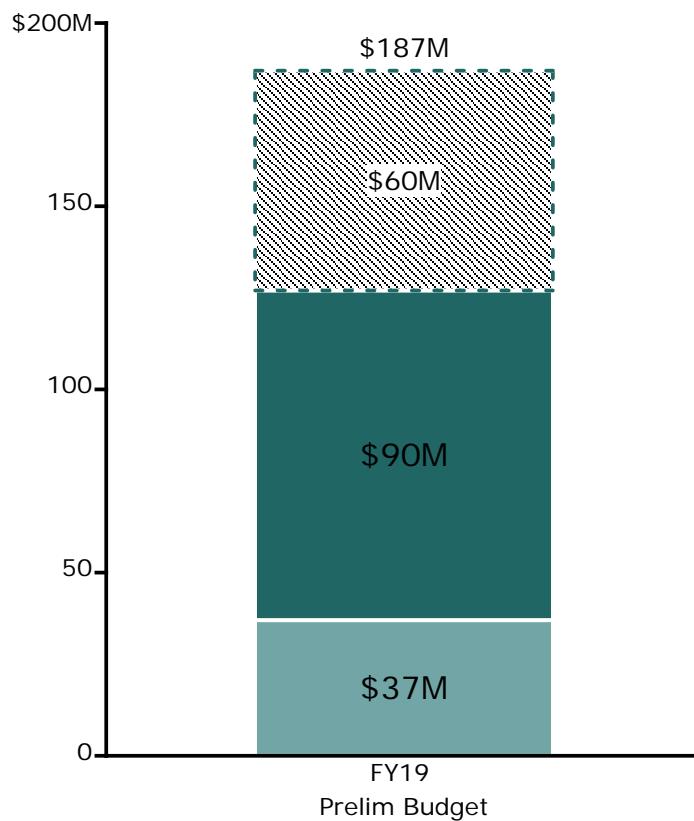
(in millions)

FY19 Deficit (Baseline before Trade-Offs) **(\$73.4)**

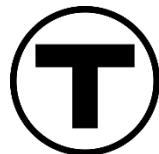
Revenue Opportunities	
Corporate Pass Program Initiative	\$8.0
Parking Fee Revision	\$7.0
Advertising Program Expansion	\$6.0
Investment Income	\$4.0
Subtotal Revenue Enhancements	\$25.0
Cost Saving Initiatives	
Lean Productivity Programs	\$30.0
RIDE Uber/Lyft Pilot Changes	\$1.0
Voluntary Retirement Incentive Program	\$5.0
Subtotal Cost Saving Enhancements	\$36.0
Service Enhancements	
Committed Enhancements (e.g. Early Morning Bus Pilot)	(\$17.4)
Other Rationalized Enhancements	(\$6.7)
Subtotal Service Enhancements	(\$24.1)
FY19 Preliminary Budget	(\$36.5)

FY19 Additional Contract Assistance Will Be Used to Support Capital Investment

Additional Contract Assistance

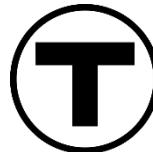


- Governor's budget recommends MBTA receive a total of \$187M in FY19 Additional Contract Assistance
- \$187M matches the total commitment in FY16, FY17 & FY18
- MBTA will receive the \$187M in two segments:
 - \$127M in direct assistance to the operating budget to cover structural deficit
 - \$60M for FY18 state capital budget for the Capital Maintenance Lock Box
- MBTA management believes the \$127M in operating fund assistance will be sufficient to cover any operating budget deficit in FY19
- **MBTA goal in FY19 is to transfer \$90M of operating funds to Capital Maintenance Lockbox**
 - **Implies a Structural Deficit of no more than \$37M**



Agenda

- 1. Introduction to Preliminary Operating Budget**
- 2. Budget Discussion Follow-up**
- 3. FY19 Preliminary Itemized Operating Budget**
- 4. Appendix - Path to FY19 Budget**



FY19 revenue from all sources up 2.2% over FY18P

	FY18 BUDGET PROJ (\$M)	FY19 BUDGET PRELIM.	\$ VARIANCE	% VARIANCE	EXPLANATION
OPERATING					
Fares, all modes	\$667.4	\$671.4	\$4.1	0.6%	<ul style="list-style-type: none"> Corp Pass up \$8M
Own-Source	\$88.6	\$101.6	\$13.0	14.7%	<ul style="list-style-type: none"> Advertising up \$6M Parking up \$7M
Operating	\$755.9	\$773.0	\$17.1	2.3%	
NON-OPERATING					
Dedicated Sales Tax	\$1,003.0	\$1,032.1	\$29.1	2.9%	• Inflation adjustment per statute
Dedicated Local Assessment	\$166.5	\$170.1	\$3.6	2.2%	• Inflation adjustment per statute
Other	\$51.7	\$45.7	(\$6.0)	-11.6%	• Exclude FY18 one-time revenues
Non-Operating	\$1,221.1	\$1,247.8	\$26.7	2.2%	
Total Revenues	\$1,977.0	\$2,020.8	\$43.8	2.2%	

* FY18P comprised of 7 months (Jul17 – Jan18) actual results and 5 months (Feb18 – Jun18) projected results



Wages and Benefits

	FY18 BUDGET PROJ (\$M)	FY19 BUDGET PRELIM.	\$ VARIANCE	% VARIANCE	EXPLANATION
WAGES	Regular Wages	\$454.0	\$459.1	(\$5.1)	-1.2% • Lean Productivity Programs
	Overtime	\$48.9	\$46.9	\$2.0	4.7% • Continued management focus
	Wages	\$502.9	\$506.0	(\$3.1)	-0.6%
BENEFITS AND TAXES	Pension^*	\$92.7	\$96.9	(\$4.3)	-4.8% • Forecast ARC
	Health	\$104.6	\$104.6	\$0.0	0.0% • Average GIC growth of 3.8%, offset by lower headcount
	<i>Retiree Health</i>	\$44.0	\$44.0	\$0.0	0.0% • Average GIC growth of 3.8%
	Health & Welfare Fund	\$10.9	\$10.9	\$0.0	-0.2%
	Other Fringes	\$13.1	\$13.1	(\$0.0)	0.0% • Driven by regular wages
	Payroll Taxes	\$39.9	\$40.2	(\$0.3)	-0.7% • Driven by regular wages
	Benefits and taxes	\$261.1	\$265.7	(\$4.6)	-1.7%
Total Wages, Benefits and Taxes		\$764.0	\$771.8	(\$7.7)	-1.0%

[^]FY18 pension expense is an estimate and will not be finalized until MBTRF and its actuaries complete their 12/2017 investment valuation.

*Pension includes Main Fund, Police, Deferred Compensation Supplement, 401(a) MBTA Match



Non-Wage Operating Expenses (pp. 1/2)

MATERIALS AND SERVICES

INSURANCE

	FY18 BUDGET PROJ	FY19 BUDGET PRELIM.	\$ VARIANCE	% VARIANCE	EXPLANATION
	(\$M)				
Materials	\$49.3	\$43.3	\$6.0	13.0%	• LEAN Productivity Programs
Services	\$115.9	\$108.5	\$7.4	5.8%	• Flexible contracts
Utilities	\$43.6	\$43.6	\$0.0	0.0%	• Level-funded due to long term contracts
Fuel	\$16.6	\$16.8	\$0.0	0.0%	• Level-funded due to long term contracts
Contract Cleaning	\$21.9	\$23.9	(\$2.0)	-8.4%	• Contractual
Uniform	\$1.7	\$1.7	\$0.0	0.0%	• Stable headcount and prices
Materials and Services	\$249.0	\$237.6	\$11.4	4.6%	
Insurance	\$11.1	\$11.1	\$0.30	0.0%	

*Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures



Non-Wage Operating Expenses (pp. 2/2)

	FY18 BUDGET PROJ	FY19 BUDGET PRELIM.	\$ VARIANCE	% VARIANCE	EXPLANATION
COMMUTER RAIL	Fixed Price	\$320.5	\$327.3	(\$6.8)	-2.1%
	Extra Work and Services	\$37.0	\$44.0	(\$7.0)	-18.9%
	Fuel	\$26.4	\$26.4	\$0.0	0.0%
	PRIAIA	\$16.0	\$9.3	\$6.7	71.5%
Commuter Rail		\$399.9	\$407.0	(\$7.2)	-1.8%
LOCAL SERVICE	THE RIDE	\$97.8	\$110.1	(\$12.4)	-13.3%
	Ferry	\$14.0	\$14.0	\$0.0	0.0%
	LSS Other	\$2.4	\$2.4	\$0.0	0.0%
	Local Service	\$114.2	\$126.6	(\$12.4)	-10.8%
OTHER	Financial Service Charges	\$7.3	\$7.3	\$0.0	0.0%
Non-Wage Expenses:		\$781.5	\$789.7	(\$8.1)	-1.0%



Debt service to increase in Fiscal 2019

DEBT SERVICE (\$M)	FY18 BUDGET PROJ	FY19 BUDGET PRELIM.	\$ VARIANCE	% VARIANCE	EXPLANATION
Interest	\$216.6	\$230.0	(\$13.3)	-6.4%	• Variable interest rates increasing
Principal	\$244.8	\$265.9	(\$21.1)	-8.8%	• Per Amortization Scheduled
Lease	\$1.2	\$0.0	\$1.2	42.3%	• All leases pre-paid
Debt Service	\$462.7	\$495.9	(\$33.2)	-7.2%	

*Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures



Additional Initiative Details – Revenue

TYPE	OPTION	DESCRIPTION	Deficit Impact
Committed (Revenue)	Expansion of Corporate Pass Program	Drive awareness and actions for Corporate Program (\$190M revenue base) through increased advertising and collateral development with \$400k investment	
Pending FMCB Discussion (Revenue)	Parking Revenue Program	Introduce new rate structures: System-Wide Repricing – Flat Increase, System-Wide Repricing– Occupancy, Increase Mailed Citation Surcharge, Event Pricing & Premium Rates	
Not Recommended in FY19	Potential Fare Increase (Jan19)	As part of the FY19 budget making process, the FMCB must consider every opportunity to produce savings and grow the MBTA's own source revenue including a fare increase; any decision for a fare increase would involve a public involvement process and equity analysis	



Additional Initiative Details – Cost Savings

TYPE	OPTION	DESCRIPTION	Deficit Impact
Committed (Savings)	LEAN Productivity Programs	The impact of this multi-pronged program will be improved quality, productivity, employee engagement as well as decreased costs	
	RIDE On-Demand Pilot Uber/Lyft	Pilot amendments should include: 1) Increase cost per trip; 2) Require ridesharing to match RIDE practices; 3) Simplify and increase pilot trips and 4) Integrate pilot into TRAC	
Pending FMCB Discussion (Savings)	Voluntary Retirement Incentive Program (Voluntary Retirement Incentive Program)	Implement a Voluntary Retirement Incentive Program plan for retirement-eligible employees similar to the plan offered in FY17; net result was reduction of 180 positions	
	Capital Employee Transfer	Treatment of budgeted Capital Delivery headcount in the FY19 budget (i.e., favorable treatment requires legislative relief)	
	Expiring Union CBAs	Renegotiate 12 collective bargaining agreements expiring in FY18 (6) & FY19 (6)	



Additional Initiative Details – Committed Service Enhancements

TYPE	OPTION	DESCRIPTION	Deficit Impact
Committed (Costs)	Chelsea Silver Line Gateway	Bus rapid transit connecting Chelsea and East Boston (via Blue Line's Airport Station) with South Station and Seaport District in Boston	
	Early Morning Service (Pilot)	Adds additional earlier trips on crowded first trips of the day on 10 bus routes	
	Foxborough Commuter Rail (Pilot)	Full-time rail service from Gillette Stadium to South Station by way of the Fairmount Line	
	Bus Service Project (Policy & Oversight)	Resources to support (1) coordination between capital delivery, government affairs, and operations and (2) vendor oversight	
	Customer Experience/ Communications	Increased focus on customer experience and communication. Hire Chief Customer Experience Officer, additional staff and technology	
	OSHA Program Implementation	Employee Training and Capital Investments including resources to assist with project management, oversight and administration	



Additional Initiative Details – Service Enhancements

TYPE	OPTION	DESCRIPTION	Deficit Impact
Pending FMCB Discussion (Expense)	Late-Night Bus Service (Pilot Pending)	Vehicles, drivers and supervision to create additional service for MBTA bus customers	↑
	Commuter Rail Locomotive Lease (5 Locos for 4 Years)	Through a partnership, 5 locomotives are available to Commuter Rail for a 4 year, short-term lease, with two 1-year options; price includes maintenance	↑
	Additional Bus Operators	Increased headcount to cover insufficient run-time, recovery, contractually provided leave time (vacation and absences)	↑
	Rush-Hour Service Improvements (E&M)	Increased Reliability for Emergency Responses that impact the safety of the public, MBTA customers, or MBTA workforce, specifically during rush-hour	↑
	Asset Management (E&M)	Mechanical, civil, track, electrical, structural engineers to support capital projects by the Asset Planning and Training team	↑
	Quality Assurance (E&M)	Improved Quality Assurance of departmental testing and inspection of critical infrastructure	↑